

**National Oceanic and Atmospheric Administration
Strategic Human Capital Management Plan:
Developing, Valuing, and Sustaining a World-Class Workforce
FY 2006-FY 2011**

The National Oceanic and Atmospheric Administration (NOAA) envisions a better world through environmental and ecological knowledge and stewardship. NOAA accomplishes its mission...understanding and predicting changes in Earth's environment and conserving and managing coastal and marine resources to meet our Nation's economic, social, and environmental needs...through four Mission Goals and a Critical Support Goal.

- Protect, Restore, and Manage the Use of Coastal and Ocean Resources Through an Ecosystem Approach to Management
- Understand Climate Variability and Change to Enhance Society's Ability to Plan and Respond
- Serve Society's Needs for Weather and Water Information
- Support the Nation's Commerce with Information for Safe, Efficient, and Environmentally Sound Transportation
- Provide Critical Support for NOAA's Mission

In order to accomplish these strategic goals, NOAA employs over 13,000 people in some 700 fixed and mobile facilities around the country and the world. These employees include meteorologists, hydrologists, oceanographers, fisheries biologists, and other physical, biological, and social scientists; economists and lawyers; specialists in information systems, engineering, and electronics; criminal investigators, and experts in many other NOAA related fields. NOAA's Program Structure of forty-four programs supports an integrated system of planning, programming, budgeting, and execution to assure effectiveness, efficiency, and accurate program evaluation. Organizationally, NOAA is built around seven programmatic Line Offices focused on Weather, Fisheries, Oceans, Satellites, Marine and Aviation Operations, Program Planning, and Research. There are offices dedicated to workforce management, international and intergovernmental affairs, information technology, and other critical support functions. NOAA's employees work aboard research vessels and storm-tracking aircraft, in laboratories and other research facilities, as well as in offices. Over 40 percent of NOAA employees are represented by labor unions.

People are NOAA's most critical asset. Accomplishing the agency's challenging goals requires an inclusive, diverse, highly skilled, motivated, and effective workforce. NOAA must develop and maintain a culture that empowers people by encouraging creativity, initiative, risk-taking, and open debate. As society evolves, it is imperative that NOAA continues to have the scientific, technical, and administrative expertise necessary to accomplish NOAA's mission. Recruiting, training, and retaining such a workforce requires a corporate commitment to build the necessary culture and infrastructure along with a willingness to create a workplace that rewards teamwork and cooperation. This Strategic Human Capital Management Plan is the agency's response to our people challenges for the next five years and beyond, and establishes the framework to build NOAA's workforce and realize its human capital management vision, mission, and goals.

NOAA's HUMAN CAPITAL VISION: A diverse, highly skilled, motivated, and effective workforce capable of accomplishing NOAA's mission.

NOAA's HUMAN CAPITAL MISSION: To ensure the recruitment, development, and retention of NOAA's workforce.

NOAA's CORE VALUES: People, Integrity, Excellence, Teamwork, and Ingenuity in support of Science, Service, and Stewardship.

STRATEGIC HUMAN CAPITAL CHALLENGES

NOAA is facing substantial business and environmental challenges, changes, and trends that influence both short and long-range human capital needs. These include:

- A. **Technology:** Technology is changing so rapidly and dramatically that all organizations, public and private, are having difficulty obtaining and maintaining the skills needed to plan for and operationalize their technology requirements. In NOAA, this encompasses not only standard information technology (IT), but also the highly sophisticated equipment used in programs. NOAA's strategic goals envision an agency capable of developing new technologies, providing integrated data sets for decision support and management systems, enhancing data management and analysis capabilities, and providing easy accessibility of environmental data by the public. The need for knowledge and skills in state-of-the-art technologies is also required by the President's Management Agenda emphasis on E-Government. A human capital management strategy must take into account the recruitment and retention programs that will be necessary to attract and keep employees with needed IT and other technology skills and knowledge.
- B. **Workforce Characteristics:** In 2005, the average NOAA Federal employee is 45 years of age. Only 7 percent of the workforce is under the age of 30. By FY 2007, 50 percent of the Agency's Federal workforce will be eligible to retire. Historically, 50 percent of employees who are eligible to retire do so within three years. By the end of this decade, NOAA could lose more than 25 percent of its most knowledgeable and experienced employees not counting those who leave the Agency for reasons other than retirement. The Strategic Human Capital Plan must provide strategies for succession management and for sustaining critical knowledge and skills in the context of a rapidly changing U.S. workforce.

Good business practice suggests that diversity enhances organizational performance. While NOAA has made strides in increasing the diversity of its workforce, a strategic human capital plan must provide for the continued recruitment and retention of an ever more diverse group of employees. The Plan must also take into account the recruitment and retention problems created by a mission that requires a geographically dispersed, sometimes remote and mobile, workforce with round-the-clock operational responsibilities.

NOAA's Federal workforce is augmented by a significant number of contract employees.

Without this contractor workforce, NOAA would not be able to accomplish the challenging goals set out in the agency Strategic Plan. Contract employees also serve as a talent pool from which to fill vacant positions. While the Strategic Human Capital Management Plan primarily addresses the Civil Service workforce, NOAA acknowledges the contract workforce as a highly valuable asset.

- C. **Business Practices:** Although NOAA has a world-class workforce that is highly motivated and focused on accomplishing NOAA's mission, the Agency's human capital management business practices have been neglected. However, NOAA is committed to organizational excellence and recognizes the need to improve its human capital management practices as part of its larger effort to integrate planning, performance measurement, and budget formulation. New business processes, along with an increased emphasis on customer service and strategic alliances, create the need for new skills and different ways of thinking about our work. Beyond recognizing the need for new skills, a human capital management plan should be an integral part of the strategic planning and budgeting process.
- D. **Management:** Studies conducted by the Merit Systems Protection Board (MSPB) in 1998 and the Office of Personnel Management (OPM) in 2001 concluded that Federal managers do a commendable job of performing the technical work of their units but have a much harder time with the human resource management tasks of staffing (recruitment, assessment, selection, and promotion), training and development, and performance management. A variety of factors and trends contribute to this problem, including organizational culture (rewards and punishments, budget cycles, conflicting priorities, lack of career leadership, human resources history), managerial selection processes, lack of appropriate managerial training, decentralization and delegation of human resource management, downsizing, and layering. NOAA's Strategic Human Capital Plan must address the need for leadership competencies to be used for selecting, developing, and rewarding supervisors. It must also address ways to counter managers' tendencies to favor short-term, quick human resources fixes over long-term strategic human capital decisions.
- E. **Resources:** NOAA's resources (dollars and people) are likely to face more restrictions over the next five years. Therefore, the NOAA Strategic Human Capital Plan must recognize the need to retain critical knowledge and skills and to increase the recruitment of multi-disciplinary staff. Limited resources should be targeted, and accounted for, to ensure that critical human capital management needs are being met effectively and efficiently.
- F. **Competitive Sourcing:** The President's Management Agenda includes an increased emphasis on competitive sourcing. Implementation of the FAIR Act and OMB Circular A-76 requires new skills and changes in the mix of skills. NOAA will need more managers with the appropriate technical knowledge and skills to effectively monitor and assess contract and project performance. A human capital management plan should provide for the development or recruitment of new skills and also take into account the need to maintain Federal employee morale to ensure that NOAA's mission is accomplished effectively.

STRATEGIC HUMAN CAPITAL MANAGEMENT GOALS

1. Align human capital management policies, programs, processes, and systems to support accomplishment of the NOAA mission, vision, goals, and priorities.
2. Recruit, hire, develop, and retain a diverse workforce with the competencies necessary to accomplish the Agency mission.
3. Ensure NOAA has leadership with the technical and managerial knowledge and skills needed to manage a diverse workforce and to accomplish NOAA's strategic goals and priorities.
4. Create a responsive, high-performance culture.
5. Promote knowledge-sharing, continuous learning and improvement, and a climate of open communications.

GOAL 1: Align human capital management policies, programs, processes, and systems to support accomplishment of the NOAA mission, vision, goals, and priorities.

Outcome: The Agency is organized to support its mission in a safe, effective, and efficient way. Each Line and Staff Office understands its contribution to the NOAA mission and each employee understands his or her personal contribution.

Goal Strategies:

- 1A. Evaluate and improve existing human capital management processes and programs, employing streamlining, automation, re-engineering, and best-practices, to ensure they are efficiently supporting desired organizational outcomes and in compliance with regulatory requirements (i.e., merit system principles).
- 1B. Ensure that all levels of management receive training and understand their role in human capital management, how to manage for inclusion and diversity, and their labor-management relations responsibilities and are held accountable for the results.
- 1C. Ensure that the human capital management functions are adequately staffed and prepared, in competencies and resources, to proactively partner and consult with managers in implementing this Plan.
- 1D. Ensure that human capital management requirements and investments are an integral part of NOAA's Planning, Programming, Budgeting, and Execution System (PPBES), the resulting budget and performance plans, and technology and facilities plans by including human capital representatives as key advisors in planning for changes that will involve NOAA's workforce.

GOAL 2: Recruit, hire, develop, and retain a diverse workforce with the competencies necessary to accomplish the Agency mission.

Outcome: NOAA understands the competencies required for successful mission accomplishment and recruits, acquires, and retains a world-class workforce representative of the Nation's diversity and consistent with competency needs.

Goal Strategies:

- 2A. Develop and implement a model process and tools to conduct workforce planning and analysis, including the identification of current and future competencies necessary to accomplish the Agency's mission.
- 2B. Conduct a comprehensive workforce analysis resulting in a NOAA-wide workforce plan that includes recruitment and hiring strategies and programs for staff development, building on existing competencies and developing new skills required for mission accomplishment.
- 2C. Increase the use of recruitment, retention, and other workplace flexibilities and tools to ensure a highly skilled, diverse, and productive workforce.
- 2D. Establish programs and policies to address key employee concerns raised by periodic surveys and other feedback mechanisms.

GOAL 3: Ensure NOAA has leadership with the technical and managerial knowledge and skills needed to manage a diverse workforce and to accomplish NOAA's strategic goals and priorities.

Outcome: NOAA has leaders who think strategically, inspire employees, and achieve results.

Goal Strategies:

- 3A. Develop and implement a comprehensive leadership and management development strategy that prepares, hires, develops, assesses, and rewards non-SES managers using validated managerial competencies.
- 3B. Develop and implement a succession planning strategy that supports accomplishment of diversity management objectives and mission results.
- 3C. Ensure NOAA's leaders are prepared and have adequate resources to support change processes.
- 3D. Ensure that an integrated, strategic training and development program builds needed Agency leadership competencies.

GOAL 4: Create a responsive, high-performance culture.

Outcome: NOAA achieves excellence by valuing and recognizing performance in an

environment in which all employees feel encouraged to contribute to a citizen-centered culture.

Goal Strategies:

- 4A. Ensure that overall mission results are achieved by aligning individual performance expectations with short-term and long-term organizational goals.
- 4B. Develop the capacity to facilitate (e.g., team building, work redesign, change management, inclusion and managing diversity strategies) organizational culture change in NOAA.
- 4C. Assure that employee rewards and recognition programs are adequately linked to performance that contributes to achievement of Agency goals.
- 4D. Assure that NOAA's performance management systems focus on accountability for results.

GOAL 5: Promote knowledge-sharing, continuous learning and improvement, and a climate of open communications.

Outcome: NOAA assures success by using existing knowledge effectively, sharing knowledge and information freely, and acquiring new knowledge through continuous learning.

Goal Strategies:

- 5A. Assess NOAA's investment (time, funding, staff, technology, and facilities) in workplace learning in order to ensure that resources meet targeted needs.
- 5B. Create a NOAA learning infrastructure that includes partnerships among Line Offices, assessment of the Agency's priority learning needs, consideration of diverse learning styles and other differences, development of strategic learning plans, and linkages to the budget process in order to ensure learning priorities are aligned with and support organizational objectives.
- 5C. Ensure training and development programs build needed competencies, including more effective incorporation of knowledge sharing, mentoring, and distance learning in the development of employees.

ADMINISTERING THE NOAA STRATEGIC HUMAN CAPITAL PLAN

Successful achievement of the Agency's human capital management mission and vision requires (1) the full commitment and active participation of a broad spectrum of people and organizations; (2) identification of specific human capital management performance measures, tactics, and resource requirements; and (3) assessment of results attained.

- (1.) To achieve its human capital management vision, mission, and goals, NOAA must clarify everyone's role in human capital management and give them the tools and resources needed to excel in these roles. The key participants whose roles and responsibilities are described in Appendix A must act as partners in the design, development, and implementation of human capital management in NOAA.
- (2.) The linkage of the strategic human capital management goals to the human capital management challenges is shown in Appendix B. A five-year implementation plan with annual operating plans will include specific actions, organization components involved, resources required, time lines, milestones, and deliverables to meet the strategic goals.
- (3.) Assessing overall Agency human capital management outcomes is perhaps the most important, and most difficult, step in enhancing NOAA's human capital management. The challenge is to create a meaningful measure or set of measures that can be replicated and maintained with reasonable effort and resources. The balanced scorecard model in Appendix C will be used. During the initial year of this Strategic Human Capital Plan, NOAA baseline measures will be developed and supporting data collected. This model will not only reflect performance but also drive annual reviews and revisions to the plan and provide support for human capital management decision-making.

APPENDIX A: ROLES AND RESPONSIBILITIES

A. Executive Leadership

NOAA Executive Leadership is composed of the NOAA Executive Council (NEC) and the NOAA Executive Panel (NEP). They assist the Under Secretary and Deputy Under Secretary in setting NOAA's strategic direction. Executive leadership roles related to human capital management include:

- Setting workforce priorities that support the strategic goals of the Agency.
- Providing adequate resources to carry out the Agency's human capital management priorities.
- Advising on specific human capital issues.
- Modeling behavior supporting this Plan.

B. NOAA Program Managers and Goal Team Leads

Program Managers and Goal Team Leads have responsibility for assessing and requesting resources to carry out Programs and accomplish stated Goals. Responsibilities related to human capital management include:

- Determining the numbers and types of people needed to carry out Programs.
- Identifying the knowledge and skills requirements for Programs.
- Considering strategic human capital management when developing Program Baseline Assessments and Program Plans.

C. Line/Staff Offices

Line and Staff Offices (LO/SOs) provide administrative support to individual organizations and work in partnership with both managers and human capital management specialists to assure that LO/SO and Agency overall goals are achieved. LO/SO roles include:

- Collaboratively finding solutions to human capital management problems arising out of changes in work that have an impact upon positions, organizational mission, and employees.
- Helping managers identify human capital management needs and concerns.
- Advising management in developing and maintaining improved human capital management methods and procedures.
- Fostering partnership between the LO/SOs and the human capital management organizations.
- Presenting a positive image for the human capital management activities and responsibilities of each Office.

D. Managers (first-line through executive)

Human capital management is a critical managerial responsibility. The many challenges facing NOAA over the next several years increase the importance of assuring that our workforce is valued, highly skilled, motivated, and properly deployed. In order to have a truly effective

organization, managers must make human capital responsibilities an integral part of their overall job duties and must view human capital management as an investment rather than a cost. Managers' roles include:

- Managing performance to achieve organizational goals including the appropriate use of awards/recognition and corrective actions.
- Knowing and using available human capital management resources.
- Modeling behaviors expected of all employees.
- Developing employees using either formal or informal methods.
- Fully utilizing employees' skills and abilities.
- Supporting use of family-friendly work place policies.
- Knowing, following, and enforcing Agency human capital management policies.
- Adhering to the requirements of the merit system principles established by law and upholding the values embodied in these principles.
- Creating a positive, supportive, productive work environment.
- Effectively managing diversity.

E. Individual Employees

The work of the Agency is highly technical. The knowledge held collectively held by employees is a critical resource. Employee roles include:

- Taking personal responsibility for self-development/learning.
- Helping others learn.
- Taking necessary actions to assure accuracy of individual records.
- Identifying and taking advantage of opportunities for self-improvement.
- Knowing and using the human capital management resources available.
- Knowing and adhering to the Standards of Conduct, government-wide Ethical Standards of Conduct, and human capital management policies and procedures.

F. Employee Unions

NOAA employees are represented by 23 separate Bargaining Units. Union roles include:

- Working with management toward efficient and effective achievement of the Agency's mission.
- Representing employee interests as a unit.
- Identifying opportunities for improvement in human capital management processes and programs affecting employees.
- Ensuring the fair and equitable treatment of employees.
- Ensuring the right of employees to a safe working environment.

G. Workforce Management Office (WFMO)

WFMO serves as a full and active partner in the management decision-making process by ensuring that the Agency's workforce management program supports NOAA's strategic goals.

WFMO actively participates with management in identifying needs and problems; mobilizing and coordinating the specialized resources available to ensure sound workforce planning and implementation; and supporting the Agency's programs through application of advancements and innovations in day-to-day human resources operations. WFMO roles include:

- Providing policies, programs, and processes that support NOAA in developing, valuing, and sustaining a world-class workforce.
- Leading NOAA-wide workforce management functions including strategic human capital planning, labor-management and employee relations, performance management and incentive awards, executive resources, distance learning, leadership development, alternative dispute resolution, employee assistance program, time and attendance, and human resources data management and automation initiatives.
- Establishing policies including family-friendly workplace practices such as telework, staffing and related authorities, and NOAA Demonstration Project guidance.
- Providing training and career development, retirement and benefits counseling, personnel and payroll processing, and the full range of recruitment, staffing, classification, and management advisory services.
- Establishing, overseeing, and implementing NOAA-wide policy for managing diversity to ensure inclusion; supportive and flexible systems, policies and practices; and supportive workplace behaviors at personal, interpersonal, and organizational levels.
- Overseeing initiatives and delivering interventions in the areas of managing diversity, quality of worklife, organizational development, and understanding differences.
- Fostering greater partnership among managers, employees, unions, and others.
- Supporting NOAA in accomplishing its Strategic Human Capital Management goal.
- Assisting NOAA to become a model agency in workforce management administration.
- Participating on planning, programming, budgeting, and implementation work groups to assure workforce issues are taken into consideration and properly resourced.

H. NOAA Civil Rights Office

The Civil Rights Office (OCR) provides Agency-wide leadership and advice on issues of civil rights, affirmative employment, special emphasis programs, and equal opportunity. OCR advises and assists NOAA management in carrying out NOAA's responsibilities relative to all Civil Rights laws, regulations and policies. Workforce management roles within the Agency include:

- Working closely with both internal and external partners to assure that equal opportunity is provided to all NOAA employees.
- Managing the NOAA equal opportunity programs.
- Conducting equal opportunity and civil rights training for NOAA employees and management.
- Providing appropriate data to NOAA management to assure informed decision-making related to affirmative employment principles and objectives.
- Managing the EEO complaints program.
- Coordinating NOAA's Special Emphasis Programs.

I. Councils, Committees, and Boards:

a. Human Capital Council (HCC):

The HCC serves as the principal forum through which issues affecting strategic human capital management across NOAA are discussed and addressed. Responsibilities include:

- Aligning human capital policies, programs, processes, and systems to support accomplishment of the NOAA mission, vision, goals, and priorities.
 - Providing advice on the recruitment, hiring, development, and retention of a diverse workforce with the competencies necessary to accomplish the Agency mission.
 - Encouraging continuous organizational improvement and feedback, and management accountability for managing diversity, promoting a workplace free of discrimination and harassment, and addressing issues that impact productivity, retention, and mission accomplishment in order to create a responsive, high-performance culture.
 - Ensuring NOAA has the leadership with the technical and managerial knowledge and skills needed to accomplish its strategic goals and priorities.
 - Promoting knowledge-sharing, continuous learning and improvement, and a climate of open communications.
 - Serving as a focal point for the “Workforce Management Program” under the Critical Support Sub-goal under NOAA’s PPBES process.
 - Coordinating the work of the following four committees:
1. Workforce Management and Training Committee: The purpose of the Workforce Management and Training Committee is to provide a forum for the NOAA workforce management and training communities to address NOAA people and training issues at a corporate level. The Committee’s role includes:
 - Championing excellence in the employment, retention, and development of an effective workforce.
 - Focusing on people as the primary drivers of “business” performance.
 - Enhancing the execution of workforce management and training initiatives across line organizations and NOAA.
 - Recommending resources to implement programs.
 - Recommending tools to develop the knowledge and skills of NOAA supervisors and managers who are accountable for effective workforce management.
 - Representing bureau-wide views, concerns, and interests regarding workforce management and training issues.
 - Serving as an advocate to advance people issues and workforce solutions.
 - Developing and maintaining the NOAA Workforce Management Strategic Plan.
 2. NOAA Diversity Committee: The Diversity Committee serves as the conscience of NOAA as it strives to manage its diverse workforce and meet current and future needs of its customer base. The duties of the Committee include:
 - Integrating diversity into the Strategic Human Capital Management Plan as a living

document.

- Recommending managing diversity initiatives and interventions.
- Monitoring the implementation of the Plan in line offices and providing continuous feedback on accomplishments.
- Developing performance measures and milestones designed to accomplish the Strategic Human Capital Management Plan action items.
- Defining and facilitating a specific process for each line office that provides for substantive feedback to NOAA leadership on their diversity plans and significant diversity accomplishments that have impacted the organization.
- Ensuring plans are measurable and substantive and accomplishment reports accurately reflect accomplishment.
- Serving as a forum to hear quality of work life, understanding differences, and managing diversity concerns of workplace and recommend solutions.
- Facilitating communications within NOAA on diversity issues.
- Modeling behavior envisioned in the Plan.
- Becoming educated about managing diversity through a process of personal mastery, team learning, and understanding differences.
- Serving as change agents in day-to-day business.

3. EEO Committee: Responsibilities of the NOAA EEO Committee include:

- Monitoring the implementation of NOAA's affirmative employment initiatives.
- Sharing innovative approaches to increase the representation of under-represented protected groups.
- Recommending outreach activities designed to reach under-represented groups.
- Planning NOAA-wide recruitment activities.
- Researching, developing, and recommending innovative approaches to resolving discrimination complaints.
- In cooperation with the NOAA Diversity Committee, developing an approach to cultural awareness programs that recognizes all members of the NOAA community.
- Developing a communication strategy designed to keep NOAA employees informed of EEO activities.
- Making recommendations on EEO policy issues.

b. Education Council

The Education Council serves as a forum in NOAA for the discussion of ideas and proposals for NOAA-wide education activities and priorities and makes recommendations to NOAA management on all aspects of NOAA's educational activities. Education efforts are directed at students from kindergarten through college, teachers that deal with NOAA science related subjects such as oceanography and meteorology, NOAA's many constituents from sanctuary users to commercial fishermen, and also the general public potentially affected by storms and other natural disaster. The Education Council serves as a link between the knowledge and skills required in NOAA's current and future workforce and the education community.

c. Safety Council

The NOAA Safety Council prepares and updates the NOAA Safety Strategic Plan, makes necessary changes to the NOAA Safety Policy, develops and adopts the NOAA Safety Manual, reviews NOAA progress toward achieving the goals of the Plan, and reviews annual LO/SO safety action plans.

d. NOAA Executive Resources and Performance Review Boards (ERB and PRB)

The Civil Service Reform Act of 1979 established Executive Resources Boards and Performance Review Boards to provide oversight on workforce functions related to the Senior Executive Service. ERB and PRB roles include:

- Monitoring the SES merit staffing program.
- Assuring that executive development opportunities are made available based on identified organizational and individual needs, appropriate participants are selected, and program results are evaluated.
- Recommending individual SES pay adjustments, performance bonuses, and Presidential Rank Awards.
- Assuring equity in the SES performance management process.
- Recommending improvements to NOAA's management of executive and professional resources.
- Ensuring that the SES performance management process supports Administration priorities.

e. Chief Information Officer's (CIO) Council

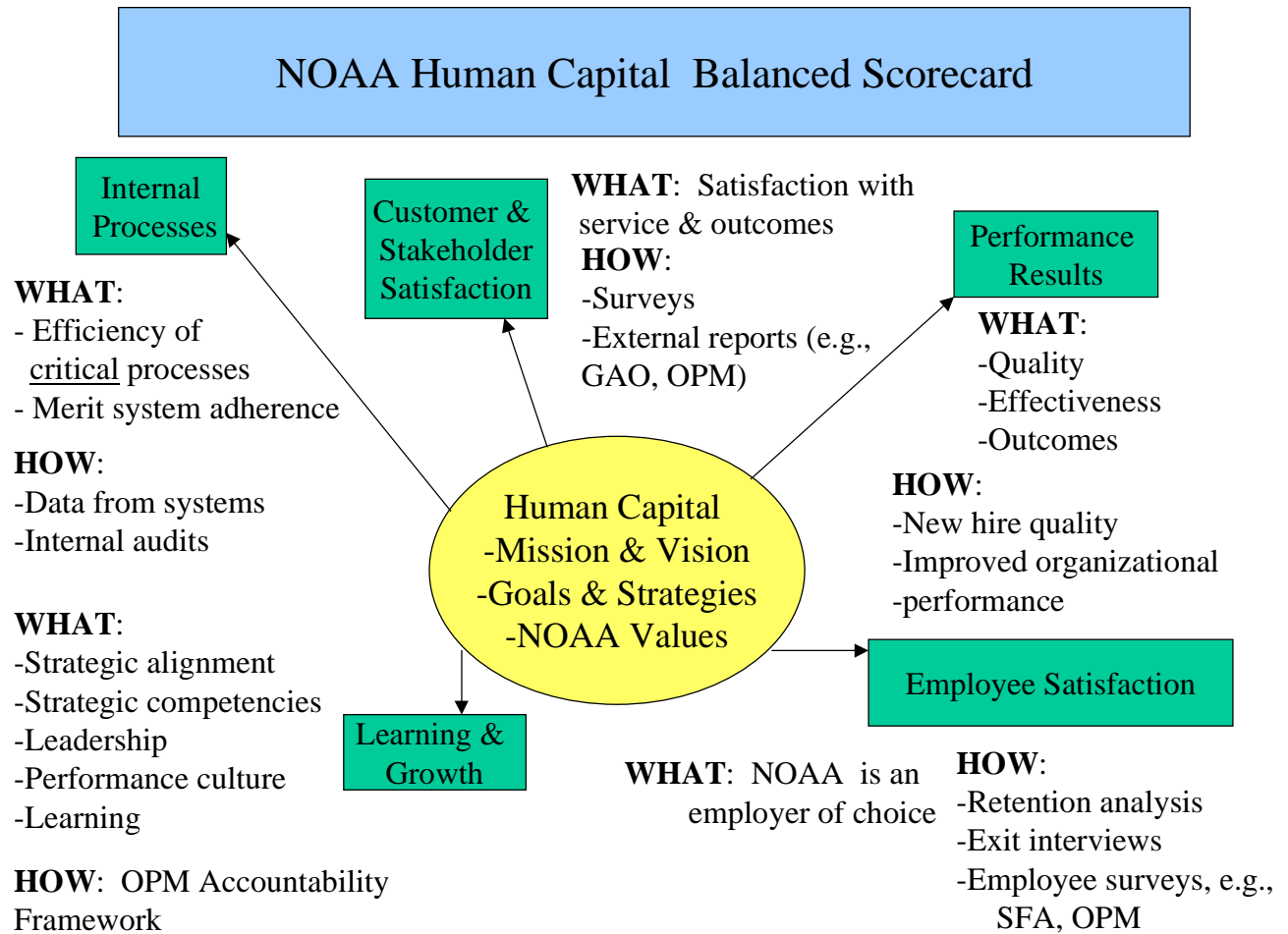
The CIO Council advances the management and utilization of IT to achieve NOAA corporate goals and objectives. The CIO Council accomplishes this by establishing enterprise wide IT policies, procedures, standards, and practices. In addition, the CIO Council oversees NOAA wide IT projects and operations. NOAA's CIO Council supports human capital management by:

- Supporting continuous learning and competency development through the learning management system.
- Maintaining a secure environment through anti-spam filtering and related techniques.
- Enhancing workplace flexibility through support for telework.

APPENDIX B: Linkage of Goal Strategies to Human Capital Management Challenges

#	GOAL STRATEGY	Technology	Workforce Characteristics	Business Practices	Management	Resources	Competitive Sourcing
1A.	Evaluate and improve existing human capital management processes and programs . . .			X			
1B.	Ensure that all levels of management understand their role in human capital management . . .		X		X		
1C.	Ensure that the human capital management function is adequately staffed and prepared . . .			X		X	
1D.	Ensure that human capital management requirements and investments are an integral part of NOAA's [planning].				X		
2A.	Develop and implement a model process and tools to conduct workforce planning and analysis . . .	X	X	X	X	X	X
2B.	Conduct a comprehensive workforce analysis . . .	X	X	X	X	X	X
2C.	Increase the use of recruitment, retention, and other workplace flexibilities and tools . . .	X	X				
2D.	Establish programs and policies to address key employee concerns . . .		X				
3A.	Develop and implement a comprehensive leadership and management development strategy . . .				X		
3B.	Develop and implement a succession planning strategy . . .		X		X		
3C.	Ensure NOAA's leaders are prepared and have adequate resources to support change processes.	X		X	X	X	X
4A.	Ensure that overall mission results are achieved by aligning individual performance expectations with . . . organizational goals.			X	X		
4B.	Develop the capacity to facilitate . . . organizational culture change . . .	X	X	X	X		X
4C.	Assure that employee rewards and recognition programs are adequately linked to performance . . .			X	X		
4D.	Assure that NOAA's performance management systems focus on accountability for results.			X	X		
5A.	Assess NOAA's investment . . . in workplace learning . . .	X			X	X	
5B.	Create a NOAA learning infrastructure . . .	X	X		X	X	
5C.	Ensure training and development programs build needed competencies	X		X	X		X

APPENDIX C: NOAA Human Capital Balanced Scorecard



NOTE: The “**How**” are intended as examples only.

GLOSSARY

COMPETENCIES - Clusters of knowledge and skills required for successful performance.

CUSTOMERS - The individuals and entities served by NOAA, with the public being NOAA's primary customer.

DIVERSITY - The full range of individual similarities and differences found in the work environment including skill, knowledge, or educational levels; personality types; socioeconomic and ethnic backgrounds; race, gender, or sexual orientation; physical characteristics; religion; abilities or disabilities; and linguistic backgrounds.

DIVERSITY MANAGEMENT – An integrated process characterized by strategic thinking and planning; assessment; changes in culture, systems and practices; and education and training with the intent of addressing diversity in ways that allow organizations to achieve and sustain a competitive advantage.

HUMAN CAPITAL - The intangible assets that people bring to their jobs including knowledge, skill, talent, and behavior.

HUMAN CAPITAL MANAGEMENT - The strategic leadership and deployment of an organization's workforce with focus on the knowledge, skill, talent, and behaviors they bring to the workplace. In NOAA, the Workforce Management Office, the Office of Diversity, the Civil Rights Office, and the Human Capital Council and its Committees assist managers with this responsibility.

MERIT SYSTEM PRINCIPLES - The principles that form the basis for the Federal Civil Service Personnel System, as codified in 5 U.S.C., Section 2301, and by which all Federal Personnel Management should be guided and implemented.

MISSION - Our target of achievement over the short term as we move to the long term fulfillment of our vision.

ORGANIZATIONAL CULTURE - The pattern of shared basic assumptions, values, and artifacts that an organization collectively adopts and teaches new members as it grows and develops and learns to manage its business.

OPERATING PLAN - A plan that describes in more specific detail how operationally an organization will achieve goals and the related performance measures. An operating plan can present in greater detail the resources, time lines, and target levels of performance needed.

PARTNERS - Individuals/organizations with whom an organization must work as a team to achieve its goals and fulfill its mission.

PERFORMANCE MEASURE - A target level of performance expressed as a tangible, measurable objective, against which actual achievement can be compared, including a goal expressed as a quantitative standard, value, or rate.

PERFORMANCE INDICATOR - A particular value or characteristic used to measure output or outcome. Performance indicators are associated with performance measures.

PRESIDENT'S MANAGEMENT AGENDA - A strategy for improving the management and performance of the Federal government to make it citizen-centered, results oriented, and market based. The goals include strategic management of human capital, competitive sourcing, improved financial management, expanded electronic government, and budget and performance integration.

QUALITY OF WORK LIFE - Organizational conditions and practices (e.g., safe working conditions, democratic supervision) that contribute to employees' perceptions of their physical and mental well being at work.

STAKEHOLDERS - Individuals or organizations that have particular interest in how our customers are served.

STRATEGIC HUMAN CAPITAL PLANNING - The systematic process of assessing the current state of knowledge, skill, talent, and behavior in an organization; designing a vision for the future; and developing goals and strategies to support the organization's business objectives.

STRATEGIC PLAN - A statement of the Agency's priorities and vision for the future.

STRATEGY - A method for obtaining a specific goal or result. Paired with a goal it can be used to help assess whether a goal was or is being achieved. Usually describes a more specific level of achievement than a goal.

SUCCESSION PLANNING - A comprehensive, on-going process for forecasting leadership needs and assuring that a group of well-prepared, qualified, and diverse people are available to fill key positions. Successful succession plans are linked to workforce planning and to leadership development.

VISION - Our target ambition for workforce management in the future.

WORKFORCE - The totality of persons employed by an organization including staff, managers, and executives.

WORKFORCE PLANNING - A comprehensive process for determining the current and future functions of an organization, identifying the skills and competencies required to perform those functions, analyzing the gaps between required and existing skills, and developing a plan to fill the gap. A workforce plan may include hiring, career development and training, redeployment, contracting for skills, retention incentives, and other methods of assuring that skills are available when needed.